2006–2007
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The future looks bright! In areas of clinical research, government relations, and continuing education, the ACR continues to blaze new ground. Leveraging leading-edge technology and renowned expertise, we look forward to the fruition of many plans and programs. We are pleased to present the exceptional learning opportunities that will be made possible with our new Education Center, to stand strong as one of the most respected advocates for health care issues in Congress, and to diligently explore and address critical challenges faced daily by physicians and their patients.

The 2006–2007 ACR Annual Report offers a summation of the College’s accomplishments and achievements for the past year. You’ll see how we’ve grown in a number of ways — thanks to you, your dedication in your work, and your participation with the College. In turn, the ACR is proud to work on your behalf to advance and preserve the role of radiology. The accomplishments of this past year have added up to a remarkable yesterday for us. And, we believe the coming year will deliver an even more promising tomorrow.
More than 100 years ago, Wilhelm Roentgen discovered the wonderment of X-rays, breathing life into a new and extraordinary medical specialty — radiology. Since then, radiologists have remained deftly poised between caring for patients today, using the powerful tools of our specialty, and shaping the future of the profession to better care for patients tomorrow.

From its earliest days, the ACR and its leadership have affirmed these goals and ensured that radiologists have the information, opportunities, and knowledge to deliver the highest level of imaging care, while also protecting radiology’s interests as we interact with those who shape the landscape in which we practice.

Each year brings new ACR achievements, in areas like continuing education, clinical research, or membership advocacy, and the past year was no exception. In fact, this past year was one of the most remarkable in the College’s storied history, in terms of introducing beneficial programs and services. The ACR announced perhaps its most exciting project, the new Education Center, which will offer a unique and far-reaching radiologic education experience unlike anything available, combining the benefits of electronic learning with hands-on practice. In the field of clinical research, the ACR’s newly launched contract research organization will support firms, manufacturers, and companies in the development of new techniques to diagnose and treat our patients, while ensuring the financial stability of our own research endeavors with ACRIN and RTOG.

As a membership enhancement, the ACR introduced its new Benefits Plus program, a valuable affinity program that offers you exclusive services and products designed to support your personal and professional demands at no extra cost to you.

Yet, we must not pause too long to congratulate ourselves on a job well done, but continue to turn our attention to the challenges ahead. And, as we do so, I share the wisdom of René Descartes, the French philosopher, mathematician, and scientist, who reminds us, “To be of no use to anyone is to be good for nothing.”

In the years and decades ahead, we will face a political and economic dynamic that will constantly influence our thinking and approach to patient care. We must focus on the true principle of who we are and what we will always represent to our patients who entrust us with the most important thing they have — their lives.

The ACR’s achievements of the past year have provided us with a vital foundation for a future that will present limitless opportunities to shape our profession, provided we have the vision and commitment to take advantage of what is before us. And, as we stand on the cusp of the future, I encourage each of you to image today and then imagine tomorrow. I then urge you to ask yourself the question, “Am I going to change my profession, or is my profession going to change me?”

Arl Van Moore Jr., M.D., FACR
Chair, Board of Chancellors
This is an exciting time for radiologists. We are not only witnesses to, but active participants in, the most stimulating period of radiologic development in our history. Our future is limited only by our own lack of vision. We need to make the most of this unparalleled chance to shape not only radiology but the future of health care. And, just as you face new opportunities and changes ahead, the ACR shares your excitement as we prepare for tomorrow’s outlook. I am especially delighted about the ACR’s new Education Center, a revolutionary concept in radiologic education. Radiology’s “classroom of the future” underscores the College’s reputation for providing you with unmatched education that strengthens your professional development. You will be hearing more about the new center in the months ahead as we prepare for its January 2008 opening, and I am sure that you will join in my enthusiasm for this exceptional ACR venture.

Another new ACR initiative that will have a remarkable bearing on the future of our profession is ACR Image Metrix™. This new contract research organization is based on the demonstrated successes of the American College of Radiology Imaging Network (ACRIN®) and the ACR’s rich heritage of leading some of the most important clinical trials in medical imaging history. ACR Image Metrix’s main goal is to provide clients from allied industries with an extensive range of imaging core-lab services that will support their clinical trials and assist in developing new diagnostic and therapeutic measures, further propelling medical imaging into its exhilarating future.

Yet, despite our zeal and anticipation of radiology’s future, we also will continue to face a period of acute fiscal struggles that will constantly challenge us to do more with less. Recent changes in congressional leadership and a wide-open race for the White House in 2008, coupled with ongoing economic considerations, such as threatened reimbursement levels and self-referral issues, will challenge our resolve to protect our profession and, more importantly, our patients.

I assure you that the ACR will continue to support you in these critical areas. The College will ensure that your concerns are heard by those who can make a difference so that we remain an integral part of the health care process and do not become another health care commodity valued strictly in terms of dollars and cents.

I am proud to present you with the 2006–2007 ACR Annual Report, which not only provides a review of recent achievements but also focuses on the College’s ever-changing role in supporting you in the challenging, transfixing years ahead.

While radiology is the most technologically reliant health care specialty, quality health care is about people — the radiologists who provide it and the patients who benefit from it. No matter what significant developments and challenges the future holds for us, the ACR and its efforts on behalf of radiologists will never lose its emphasis on people.

Harvey L. Neiman, M.D., FACR
Executive Director
Our Mission

The ACR’s mission is to serve patients and society by maximizing the value of radiology, radiation oncology, interventional radiology, nuclear medicine, and medical physics by:
advancing the science of radiology; improving the quality of patient care; positively influencing the socioeconomics of the practice of radiology; providing continuing education for radiology and allied health professions; and conducting research for the future of radiology.
## Table of Contents

- **ACR Advocacy** 6-9
- **Education** 10-11
- **Quality and Safety** 12-15
- **Member and Association Services** 16-19
- **Clinical Research** 20-23
- **Socio-Economic Research** 24-25
- **Marketing, Communications & Public Relations** 26-29
- **Legal** 30-31
- **Report of the Secretary-Treasurer** 32
- **Financial** 33
Government Relations

As you know, the ACR conducts its advocacy activities through the American College of Radiology Association (ACRA®). As executive director of ACRA, I’m pleased to report on the College’s numerous advocacy initiatives.

In today’s intricate health care landscape, the importance of a quality government relations operation and a compelling legislative presence is a necessity. Ours is one of the most respected government relations organizations in health care today, ensuring that your needs and concerns are delivered to legislative policy-makers on the federal and state levels. Our advocacy efforts protect your radiology practice and ensure your continued delivery of quality care to your patients.

The power shift in Congress after the November 2006 elections resulted in new legislative priorities and concerns, especially in the critical area of health care. Despite the power shift, radiology’s key legislative priority remains the Access to Medical Imaging Act of 2007. With support from the Access to Medical Imaging Coalition, we will push for swift enactment of this legislation. In a significant show of support for the cornerstone of the coming year’s legislative agenda (as of the writing of this report) the House version of the bill (H.R. 1293) has garnered 143 co-sponsors, while the Senate version (S. 1338) boasts 20 co-sponsors. Your leadership and your government relations team will continue to build support for this vital legislation as it works to enact significant imaging reform before the end of the new Congress’s first session.

While we continue to focus on imaging reform in the months ahead, we will also focus on such critical issues as the efforts to avert additional Medicare cuts to imaging services, especially the technical component of in-office imaging services, and a shared effort to prevent a scheduled 10-percent cut in physician payments dictated by the 2008 Medicare Fee Schedule. Without legislative action, the Centers for Medicare and Medicaid Services will impose annual reductions of 5 percent over the next several years, cuts that will have a harmful effect on patients’ access to quality imaging care.

Away from Capitol Hill, your government relations team continues to work closely with critical federal agencies, including the Nuclear Regulatory Commission, the Occupational Safety and Health Administration, and the Food and Drug Administration, on topics important to you. In the coming months, the government relations staff will actively pursue reauthorization of the Mammography Quality Standards Act (MQSA), including proposed changes to improve the quality of breast imaging, while addressing detrimental administrative burdens faced by facilities subject to MQSA oversight.

Advocacy at the State Level

The staff remains committed to radiology’s interests at the state level as evidenced by our ongoing involvement with numerous state societies on the essential issue of the emerging role of radiologist assistants (RAs). This issue will stay at the forefront of state advocacy in the coming months as more states consider RA legislation.

The national debate about anti–self-referral legislation continues, which will also be a hot button topic in many states as attention focuses on Maryland’s landmark anti–self-referral law. We will continue radiology’s critical role in defending the Maryland law, which has survived repeated challenges to its language and enforcement.

RADPAC®’s Growing Influence

RADPAC®, radiology’s most respected and authoritative advocacy voice, looks to build on the past year’s success and press on as a major player in the year ahead, as Congress continues to adjust to the political power shift and mounting interest in the 2008 elections.

Through RADPAC’s respected, growing influence with the nation’s lawmakers and its top-five ranking among health care political action committees, you benefit from the critical bipartisan support for many of its target issues, ensuring that your interests receive careful consideration in the hallowed halls of Capitol Hill.
ACR Advocacy

2006 Codes - Radiology

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<td>Cathectography, posterior fossa, radiological supervision and interpretation</td>
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Protecting Your Economic Interests

Continued Emphasis at the Grassroots Level

Your government relations staff will continue to intensify its growing grassroots program and encourage more ACR members to become directly involved with their elected lawmakers. For example, last year, the department’s staff arranged for key congressional members to visit 21 imaging facilities around the country. They were able to witness firsthand the important care that patients receive from members like you.

In the months ahead, the staff expects to increase the number of these visits and ensure that each member of the influential House Energy & Commerce and Ways & Means committees has the opportunity to visit a facility and better understand radiologists’ involvement in promoting quality of life for patients.

Economic Advocacy

While your goal as a radiologist is to provide the best imaging care to your patients, our economic advocacy team’s goal is to represent your economic interests with federal and key third-party policy-makers. The staff has established itself as a well-respected provider of detailed, accurate information and has successfully interceded with leading decision makers who establish relevant billing codes and reimbursement policies to protect your fiscal stability.

With the conviction that education is the key to ensuring that you are adequately compensated for the care you provide, the economic advocacy team guides policy-makers in viewing radiology as a critical health care service and not simply another interchangeable health care commodity. The staff’s recent accomplishments that will influence your fiscal position in the near future include:

- Maintaining the multiple imaging-procedure reduction at 25 percent rather than the 50 percent reduction originally proposed by the Centers for Medicare and Medicaid Services (CMS)
- Ensuring appropriate billing codes were developed for 2007 to cover new treatments, such as functional MRI, percutaneous radiofrequency ablation of pulmonary tumors, and stereotactic radiosurgery, and a unique all-inclusive code to describe uterine fibroid embolization
- Convincing Humana to maintain a 25 percent reduction in 2007 to the technical component of the second and subsequent exams performed on contiguous body parts in the same session rather than the previously planned 50 percent reduction
- Conducting a major education effort for payers on properly applying the multiple procedure-payment reduction for global claims, so that the payment reduction is correctly applied to only the technical component
- Surveying selected members to help demonstrate the negative effect on radiologists of technical-component payment caps for nonhospital imaging services, as contained in the Deficit Reduction Act of 2005; this information also will be integral in developing our future legislative strategies

Protecting your fiscal interests is an ongoing process. Efforts are already under way on several primary projects, including working closely with representatives from CMS to ensure that eight new cardiac CT and coronary CTA codes are included in the appropriate ambulatory payment-classification group.

Additionally, with more attention being directed toward quantifiable quality health care, the staff will continue to work with the Managed Care Committee to develop a unique Imaging Provider Report Card. The initial report card, focusing on MRI, has been tested and will be reviewed further before implementation.
You spent years preparing for your career in radiology, but your learning experience had only just begun when you finished your residency. Whether you are familiarizing yourself with a new imaging modality, earning vital CME credits, or simply enhancing your professional skill set, the ACR is your source for the most current, advanced radiologic learning opportunities.

The ACR education staff continually refines and develops its programs so that you and your colleagues have the tools you need to augment your knowledge to better care for your patients. With an eye to the future, the ACR is preparing to debut its latest, and perhaps most important, education innovation, the ACR Education Center. Slated to open in January 2008, this groundbreaking program is dedicated to your continued professional development and will feature state-of-the-art instructional technologies, expansive data sets, customized workstations, and hands-on simulators to provide you with a learning experience unlike anything else available.

The center’s programs will feature matchless elements, including the integration of artificial intelligence and multimedia presentations that will deliver contemporary instructional techniques and cutting-edge learning theories, each tailored for your specific needs and responsibilities. Ultimately, you will have the chance to earn certificates of proficiency that are recognized by the nation’s leading third-party payers and hospital administrators for accreditation and credentialing purposes.

Based across the street from the ACR’s headquarters in Reston, Va., the new center will adhere to its instructional philosophy of “Learn it. Own it. Use it.” Offering next-generation educational resources and methods, the center raises the bar of radiologic education excellence.

**Just the Starting Point**

While the new Education Center remains the focal point of the department’s vision of the future, other new programs are also being developed and existing ones enhanced to meet your continuing education needs.

The past year saw the first anniversary of the landmark ACR Campus™, the College’s virtual Web-based learning portal. In its first year alone, this online learning resource grew from two interactive case-based learning programs to nearly 150 online lectures featuring the essential topics critical to your career. And, to keep pace with the constant changes in radiology, the ACR Campus will debut more new Web learning opportunities in the coming months, including a new Radiology Knowledge Assessment Test (ACR RADKAT™), a cardiac enhanced skills program, and the Radiation Oncology Waiting Room.

In an effort to share this valuable knowledge with radiologists overseas, two of the ACR’s online lecture series are now available to developing nations at no cost, further enhancing the ACR’s recognized position as a leader in radiologic education, not only in the United States but around the world.

Additionally, the ACR’s Case in Point series has proven to be one of the most popular, valued education programs ever introduced by the College. With more than 5,000 subscribers and an ever-growing pool of contributors, the Case in Point program now offers you the chance to earn critical CME for completing the cases.

**Committed to Familiar Favorites**

While the ACR has taken steps to develop an exceptional educational lineup available online, it remains committed to hosting on-site meetings and conferences around the country, featuring blue-ribbon faculty addressing some of the most talked-about issues in radiology today. Upcoming conferences at the new Education Center will spotlight clinical topics such as CT colonography, cardiac CT, coronary CT angiography, and advanced breast imaging and biopsy techniques. In addition, several on-site sessions will focus on important, and often overlooked, nonclinical topics, such as strategies for professional and financial success and marketing your radiology practice.

In response to our members, the coming months will see the return of the ACR’s most well-regarded programs, including the latest series of resident training days at the Armed Forces Institute of Pathology, which attracted more than 1,250 residents last year. Also debuting at the 2007 RSNA meeting in Chicago will be the latest volume in the College’s in-demand PSE series, *Chest Disease IV*. 
Together, these projects, both new and familiar, will continue to provide you with the education you will need to continue to deliver the highest level of patient care today and tomorrow.

Quality and safety — they’re two of the most important words to you and your patients. And, as radiologic care continues to advance at an astonishing pace, the demands of maintaining the highest levels of patient care have increased correspondingly.

Working in conjunction with the College’s Quality and Safety Commission, the Q & S staff continues to focus on your practice needs as the profession integrates new diagnostic and treatment technologies. From recurrent updates to the ACR’s fundamental practice guidelines and standards, to developing and refining accreditation programs to reflect the current state of radiologic care, the department is recognized as a hallmark of radiologic excellence.

ACR Accreditation: the Mark of Quality Care

The College’s notable accreditation programs continue to serve as the definitive indicator of quality care for radiologic practices across the country, and this reputation will only strengthen as the department introduces new programs and revises current ones. UnitedHealthcare (UHC), one of the country’s largest, most prominent third-party payers, announced that it will require its providers in freestanding imaging centers to be accredited in a variety of modalities. Because the ACR is designated as one of only two organizations that will meet this new requirement, the announcement spurred an extraordinary period of growth in the College’s accreditation programs.

Applications for the College’s diagnostic modality accreditation programs, which include all of the programs except mammography, increased by a remarkable 85 percent in the six months after the UHC announcement, compared to the same period last year. Applications for mammography accreditation also increased by 15 percent during this time, while applications for radiation oncology grew by 20 percent. This growth is expected to continue well into the coming year.

The mammography accreditation program also received a significant boost with the increased attention to full-field digital mammography, which is now offered at more than 20 percent of the nation’s mammography units. The College is modifying its accreditation program to take this innovative new technology into account during the accreditation process.

Despite the continued admiration of the ACR’s accreditation programs, the department has no interest in simply marking its accomplishments but remains committed to developing fresh programs that reflect the rising tide of radiologic capabilities anticipated for the future. For example, following the launch of the new MR Cardiac Accreditation Module in Spring 2007, Cardiac CT will join the growing list of renowned accreditation programs by the end of the year, offering you another occasion to demonstrate your commitment to the quality care of your patients.

While the ACR’s accreditation programs receive the lion’s share of attention, they represent only a segment of the department’s vital efforts as staff prepares for the profession’s future.

Appropriateness Criteria®: Continually Updated

The ACR Appropriateness Criteria® remains one of the most useful tools by which referring physicians determine the best imaging, interventional, and radiation therapy choices for their patients. With the program garnering increased attention from software vendors and third-party payers nationwide who recognize the immense worth of this innovative ACR program, the department is working to ensure that this tool is available to the widest possible audience, thereby enhancing the future of patient care.

Because radiologic care is constantly advancing, the department routinely takes steps to update the criteria to reflect current practice trends and needs. Nearly all of the 160 criteria topics have been updated since 2005. Moving forward, all will undergo annual reviews. Moreover, the department ensures that you have access to the Appropriateness Criteria whenever you need it, whether online through the ACR’s Web site or with PDA versions for both Palm and Pocket PCs. The usefulness of the Appropriateness Criteria will be further
Quality and Safety
enhanced with the addition of CPT®-4 and ICD-9 codes and dose information by the end of 2007.

In the coming months, you will see the department broaden the influence of the Appropriateness Criteria through collaborative agreements with three of the nation’s leading medical institutions that want to incorporate the data into their education curriculums, thereby allowing radiology residents earlier access to this critical diagnostic and treatment tool. Final reports on these new programs will be available in mid-2009.

The Commission on Breast Imaging

The Commission on Breast Imaging remained vigilant and visible this past year, responding to the Centers for Disease Control (CDC) report on the decline in mammography utilization in this country, and to the American Cancer Society (ACS) and American College of Physicians’ (ACP) report on new screening guidelines. A separate work group provided a response to the recent study on coronary artery disease in the New England Journal of Medicine.

Working in collaboration with the Commission on Quality & Safety, the Commission on Breast Imaging is developing a National Mammography Database (NMD) and Center of Excellence in Breast Imaging program. Initially, sites will be required to be accredited in all breast imaging modalities provided in order to be designated as a Center of Excellence. The committee’s intent is to mandate participation in the NMD, once completed, as a further requirement.

Future initiatives with the Committee on Economics include researching local private payer and Medicare policies on the coverage of breast MRI in the contralateral breast of women diagnosed with breast cancer, following the recently published results of the ACRIN® trial.

Standards and Guidelines That Bring Clarity

The ACR’s Quality and Safety team influences the future of your radiologic practice with its new practice guidelines and technical standards that reflect the current and future states of radiology. More than 32 new guidelines and standards were adopted during the Annual Meeting and Chapter Leadership Conference (AMCLC) 2007, with an equal number expected for consideration at the AMCLC 2008. More importantly, more than half of the 2007 guidelines and standards were the result of constructive collaborations with other medical specialty societies, ensuring that the results meet both your professional needs and those of your patients.

As for other forthcoming efforts, the department will address critical issues, such as increased dosages of radiation in medical imaging and pay-for-performance initiatives, as well as the new National Radiology Data Registry (NRDR), the first comprehensive analysis of how radiology is practiced on a variety of pivotal fronts. The six NRDR registries will officially launch within the next 18 months after key metrics and data elements are developed.
Member and Association Services
While the ACR supports you in countless ways, including education, research, and quality and safety, the College’s member services team is responsible for managing your ACR membership and providing you with additional support and resources to enhance your career. From augmenting your membership benefits, to organizing the ACR’s Annual Meeting and Chapter Leadership Conference (AMCLC), to reaching out to radiology residents and international radiologists, the Member Services Department is your ACR representative.

Because ACR members deserve the best, the department rolled out a new affinity program, ACR Benefits Plus. This prestigious, members-only program provides exclusive services and products designed to enhance your lifestyle and your practice. Free to members, ACR Benefits Plus delivers benefits that range from a bank-card reward program, to preferred hotel and travel arrangements, to financial services.

**Reaching Out**

To provide you with a user-friendly method to maintain your ACR information, the member services staff developed a new member profile page for the recently redesigned ACR Web site ([www.acr.org](http://www.acr.org)), which allows you to conveniently and simply update your contact and demographic information online whenever you want. The new member profile section also allows you to provide additional data on your practice and specialty, information that the College will use to respond to future membership interests, needs, and trends.

While technology and clinical trials determine the future of radiologic care, it is radiology residents who truly represent the future of radiology. The ACR member services team continues to develop progressive, new programs and services to ensure that residents’ professional transition is seamless. An integral part of this special relationship is the ACR’s Resident and Fellowship Section (RFS). At AMCLC 2007, more than 140 residents from 40 states received a “crash course” in the workings of the ACR, such as government relations, intersociety cooperation, cutting-edge imaging, and therapeutic technologies.

Additionally, RFS members’ dedicated Web site ([http://rfs.acr.org](http://rfs.acr.org)) serves as a vital link between the ACR and future radiologists and is regularly updated and modified to respond to residents’ unique needs. In addition, the RFS E-News is now published monthly, allowing residents to keep up-to-date on the latest information vital to their successful residencies and future careers. The latest project for residents is the RFS Tool Kit, a comprehensive information program spotlighting key ACR programs, opportunities, and benefits. The tool kit, which was provided to all residents and fellows on a CD-ROM, is also now available on the RFS Web site.

**Fostering Relationships Abroad**

The staff also has taken an active lead in forging a stronger bond between the ACR and international radiologists through an exchange of information, programs, and ideas. For example, the department recently spearheaded a pioneering collaboration between the College and the Iraqi Embassy to sponsor the first of six scheduled observerships. These four-week programs provide an exceptional opportunity for foreign radiologists to observe firsthand the latest in radiologic capabilities at some of the nation’s leading medical institutions. The program’s first participant successfully completed her observership in early 2007, and future cultural exchanges will be arranged soon.

In addition, in November 2006, the ACR launched the new International Volunteer System (ACRIVS) to help facilitate ACR members’ involvement in assisting health care workers and health facilities in the developing world. Radiologists and other radiology personnel interested in donating time, equipment, or medical supplies abroad should visit and register on the new site at [https://internationalservice.acr.org](https://internationalservice.acr.org).

To further facilitate sharing knowledge and to expand the ACR’s scope abroad, the ACR Council passed a resolution in 2007 developing a new category of membership for international prospects. The category, called International Electronic Access-Only Member, would...
Member and Association Services
allow member access to the ACR Web site and discounts on ACR products and services offered online.

**Charting the Course**

The foundation of member services’ efforts remains the AMCLC, the annual gathering of the College’s principal leaders and representatives who bear the responsibility of leading the ACR’s efforts to best serve you and your colleagues and elevate your careers. Each year, the AMCLC offers members and residents a venue for constructive debate and professional development, as well as the opportunity to meet with legislators on Capitol Hill to share your ideas and concerns.

This year, more than 300 participants representing 43 states met with legislators and their staffs from 252 congressional offices to advance radiology’s legislative agenda.

The meeting also serves as the setting for the time-honored tradition of inducting new ACR Fellows and presenting the venerated ACR Gold Medalists and Honorary Fellows. Charting the course for tomorrow’s radiology practices, the AMCLC 2008 is scheduled for May 17-22, 2008, in Washington, D.C.

**Supporting Radiology’s Subspecialties**

While each of you is a radiologist, you each have a different subspecialty and interests that determine your priorities in essential issues and topics. And, though we go to great lengths to make sure that every radiologist, no matter the specialty, is equally represented and addressed by the College’s programs and services, the ACR has taken a more active stance in supporting these subspecialties, with an increased association-management role for several subspecialty organizations. Currently, four associations have contracts with the ACR for full-service management: the Society of Breast Imaging, the Society of Computed Body Tomography and Magnetic Resonance, the Society of Radiologists in Ultrasound, and the Society for Pediatric Radiology.

Managing these organizations is the responsibility of the College’s newly formed association and meeting services team. This new dedicated team offers the managed societies benefits that surpass standard association-management services, including CME activities, Web-based programs, and meeting services, as well as the benefit of the ACR’s expert staff and incomparable volunteer leadership.
While the ACR spends a significant amount of time focusing on the important day-to-day educational, economic, and regulatory issues that are important to you and your radiology practice, the College also plays a vital role in determining how you will care for your patients in the months and years to come through the pioneering studies conducted by the American College of Radiology Imaging Network (ACRIN®) and the Radiation Therapy Oncology Group (RTOG®), two of radiology’s most prominent research bodies. Headquartered in the ACR’s Philadelphia office, these two influential bodies have a tremendous bearing on the methods you use to care for your patients and, more importantly, will continue to affect radiology’s limitless future.

Breast cancer remains one of the most important issues in patient care and ACRIN’s recent landmark study, “MRI Evaluation of the Contralateral Breast in Women Recently Diagnosed With Breast Cancer,” has already made a difference in how you and your colleagues make informed treatment decisions for patients facing this serious condition.

You can expect to hear even more about significant ACRIN research results in the months to come, such as:

- Results of the National CT Colonography Trial, which enrolled more than 2,600 participants and will make a significant contribution to research on the efficacy of CT colonography for screening colorectal cancer
- An innovative study on the use of MR spectroscopy for the staging of prostate cancer
- A highly anticipated report on the effectiveness of breast-ultrasound screening for women at high risk for breast cancer
- An in-depth study on the success of radiofrequency ablation in treating painful bone metastasis

More importantly, while each of these studies will influence your future, ACRIN regularly initiates new studies that will affect the future care you provide. Among these new trials is the high-profile “Evaluation of Treatment Response With PET,” which will establish PET’s role in identifying cancer patients who may benefit from a specific treatment regimen. This influential study is the first ACRIN project to be cofunded by the National Cancer Institute (NCI) and the Biomarkers Consortium, and, if successful, will help expedite the assessment of new therapeutic agents through the regulatory approval process and into your hands for effective clinical applications.

ACRIN will also continue to powerfully impact imaging research through the creation of a clinical trials data warehouse that will allow for the effective distribution and sharing of image and clinical data to benefit ACRIN investigators as well as researchers from other cancer research groups, academic centers, and industry.

Implementation of this forward-looking project is planned for October 2007. Providing leadership in the development of standards for common data elements is another ACRIN informatics initiative that will help ensure that imaging researchers “talk the same language” for current and future endeavors in medical imaging.

Two other essential components that will affect tomorrow’s practice of radiology are the Experimental Imaging Sciences Committee and the recently expanded ACRIN Core Laboratories. Together, these efforts will actively pursue new approaches to medical imaging and provide highly specialized personnel to assist in the analysis of imaging studies. To learn more about ACRIN’s research, visit www.acrin.org.

RTOG’s New Clinical Trials

The RTOG has established itself as one of the most important radiologic research organizations in the world as it continues to launch new clinical trials. This multi-institutional cooperative organization represents more than 280 of the leading medical research institutions in the United States, Canada, and internationally, with member sites in Australia, Israel, and Korea. Its goal is to increase survival and positively influence the quality of life for cancer patients.

Among the most important RTOG studies under way is “Identifying and Overcoming Resistance Mechanisms in Glioblastomas: A Joint EORTC-RTOG Effort,” which recently received
Clinical Research
a five-year, $2 million grant from the Brain Tumor Funders’ Collaborative. For this study, RTOG partnered with the European Organization for Research and Treatment of Cancer; it is the first international brain tumor trial coordinated by a research organization from the United States. With this additional funding, the study will identify molecular and genetic profiles of glioblastomas associated with therapeutic response and translate correlative and preclinical findings into applicable clinical trials with individualized treatment protocols.

Recently presented with the American Society for Clinical Oncology’s Distinguished Service Award for Scientific Leadership, RTOG received tribute for its efforts on behalf of the radiology profession in its support of new clinical trials. Many of these new trials have contributed significantly toward developing new cancer treatments and improving the quality of life for countless cancer patients throughout the United States and the world.

The Importance of Q-RRO™

While it does not receive the visibility garnered by ACRIN and RTOG, Quality Research in Radiation Oncology (Q-RRO™) remains an integral part of the ACR’s efforts to help shape the future of radiology and patients’ quality of care. Originally launched in 1973 as the Patterns of Care Study, Q-RRO’s goal is to improve patient care through national surveys focusing on the delivery of radiation therapy. This unique initiative has contributed significantly to today’s practice standards and continues to investigate and report on emerging radiation oncology techniques. Through its continued evaluation of radiation delivery therapies, Q-RRO will play a crucial role in continued improvements.

Moreover, the organization has assessed new methods of electronically collecting medical imaging data and published results on Q-RRO studies that measured quality indicators in both breast and prostate cancer therapies. With the support of a renewed grant from the NCI, Q-RRO will continue to work with allied groups to define quality indicators for radiation oncology and develop new surveys to collect data for benchmarking these indicators.

ACR Image Metrix™

The latest addition to the ACR’s lineup of research organizations is ACR Image Metrix™, the result of the rich heritage that ACRIN and RTOG have established in pioneering radiologic research. ACR Image Metrix, a new contract research organization, is a wholly owned, for-profit subsidiary that will draw on the ACR’s research expertise to hasten advances in radiologic care and support future research projects.

Headquartered in the College’s Philadelphia office, ACR Image Metrix provides administrative, data management, information technology, and statistical support for research projects at institutions and corporations around the country. Moreover, revenue from the ACR Image Metrix projects will help fund future ACRIN, RTOG, and Q-RRO studies, thereby providing you with the essential tools and information you need for your future.
Providing Insight, Guidance for
Your Professional Future

The technical developments that mold the care you provide your patients are constantly changing and often overshadow the practical aspects of radiology that also have a bearing in your day-to-day practice. With an eye toward these nonclinical, yet equally important, issues, the ACR’s research team has established itself as the profession’s “crystal ball,” providing you with critical insight into the trends that will influence your career in the years to come. These efforts not only deliver a far-reaching analysis of the key issues affecting your practice but also provide you with a blueprint by which you can plan for future nonclinical developments.

In the past year alone, staff researched, wrote, and collaborated on 11 noteworthy articles published in many of radiology’s leading journals, including four in the *Journal of the American College of Radiology*, all focusing on crucial topics. Yet these articles reflect only a fraction of the research conducted by the department. In fact, more than two dozen significant studies were initiated or pursued in the past year that will shape your means and methods in the months and years ahead.

Among the significant studies that will affect your professional future:

- Continuing analysis of self-referral, including a groundbreaking study that demonstrated the role of nonradiologists in the rapid increase in medical imaging
- A notable study of female radiologists, their preferred subspecializations, the types of practices in which they work, and their satisfaction with the field of radiology
- A perceptive examination of radiologists’ contentment with the profession and, specifically, how mounting workloads affect their satisfaction level
- Pioneering research into the trends in racial and ethnic disparities in mammography and the roots of these disproportionate figures, including an examination of whether imaging facilities differentially fail to establish services in minority communities
- Recurring examination of radiology’s variable employment market, including a landmark study of radiologists’ retirement plans and patterns

In addition to these published efforts, the research team contributed to your future with instructive presentations at prominent conferences, including four presentations at Academy Health, the nation’s leading forum for socio-economic research, and two presentations at the International Health Economics Association’s World Congress.

The research team’s role in anticipating future workplace trends and their effect on your practice was evidenced in this year’s ACR Forum, the annual two-day “think tank” session that focuses on key expectations for radiology’s future. The most recent forum espoused the theme, “Leadership in Radiology,” and looked to strengthen the profession’s leadership and develop new leaders to guide radiology into the future.
Marketing, Communications & Public Relations

RadiologyInfo.org
The radiology information resource for patients
La fuente de información sobre radiología para pacientes

JACR
Journal of the American College of Radiology
May 2007
Volume 4 * Number 5

Featured in this issue:
Radiation Safety
Palpable Breast Masses
Coronary CT Screening
Exclusive Hospital Contracts

Understanding Radiology

Quality is our image

Radiology

ACR
American College of Radiology

ACR BULLETIN
ACR Daily News Scan
ACR Campus
\[Image\]
You need information to practice radiology and provide your patients with the optimal level of care. Yet, this information arrives continuously from all directions, making it difficult to keep up with what is useful and what is immaterial.

The goal of the ACR’s Marketing, Communications, and Public Relations (MCPR) team is to deliver the critical information you need to make important decisions in your day-to-day practice and ensure that you are up-to-date with key College and health care news, upcoming educational events, and the latest in radiologic research that will influence your business and clinical decisions, not only today, but in the challenging years ahead.

Using its array of award-winning publications, its recently enhanced and user-friendly Web site, and the latest advances in electronic communication, the MCPR team guarantees that you will have what you need when you need it. The department has made significant strides in supporting and enhancing the College’s goals and establishing the ACR, and members like you, as the recognized leaders in terms of radiology research, advocacy, education, and patient safety.

**Leveraging Electronic Channels**

The MCPR staff uses an exceptional variety of print and electronic channels to deliver important news and information to your computer and your doorstep. For example, the recently introduced *ACR Daily News Scan* is an informative e-newsletter that is delivered to you twice a week with original articles on important ACR topics and issues, as well as the latest industry news, that affect your career. The *News Scan* imparts timely, up-to-the-moment updates to you, even when you’re traveling.

With the ACR continuing to lead the way in outstanding radiologic education, the newly launched *ACR Campus Courier* e-newsletter provides you with a monthly preview of ACR educational offerings, including online products, on-site courses, and books. And, as the College continues to develop and introduce new education opportunities for residents and practicing radiologists alike, the *ACR Campus Courier* will continue to provide an essential information source vital to your radiologic learning and professional capabilities.

**Printed Publications Evolve**

The popular *ACR Bulletin* and the respected *Journal of the American College of Radiology (JACR)* remain the cornerstones of the MCPR’s print communication efforts. Together, these publications provide you with current ACR news and information on products and services, as well as the latest research in the areas of clinical practice, practice management, and health services.

Long a membership staple, the *ACR Bulletin* provides a forum for radiologic information and discussion of significant industry topics and membership achievements. Recently expanded to 28 pages per issue with harder hitting coverage of high-profile issues, the *ACR Bulletin* provides a forum for members to share lessons learned, news and events, and achievements. The magazine also now features an instructive monthly column focusing on the economics issues that affect your career.

The *JACR* remains the industry’s only peer-reviewed journal focusing on fundamental practice management issues. In just three years, the *JACR* has established itself as a “must-read” publication and now has the distinction of being listed in MEDLINE, the U.S. National Library of Medicine’s premier bibliographic database. MEDLINE listing ensures that *JACR* articles reach the widest audience possible, further enhancing the ACR’s standing as the voice of radiology. Additionally, a special economics issue was published, and the magazine featured articles on Appropriateness Criteria® in every other issue, and focused on such hot topics as digital image quality, radiation dose, pay for performance, and negotiating contracts in a hospital setting.

**Upgraded Web Site Meets Your Needs**

After conducting extensive membership surveys, interviews, and focus groups, the ACR recently upgraded its popular Web site ([www.acr.org](http://www.acr.org)), adding and improving the features you said are important to you. Enhancements include streamlined pages, organized navigation, user-friendly search tools, and easier customization, allowing you to select
Marketing, Communications & Public Relations
what information is most important to you. You can look for additional Web features in the months ahead, including a new e-commerce option that will provide you with an easy-to-use method for purchasing ACR products and services, registering for upcoming classes and meetings, or even renewing your ACR membership.

Boosting Radiology’s Perception

With radiologists playing an ever-growing role in the health care delivery system and the rapid increase in the use of medical imaging technology, it is important that the critical services provided by ACR members are represented accurately in the nation’s media. To achieve that goal, the department has ensured that radiology receives the positive attention it deserves and stands ready to challenge unfounded reports that negatively portray the profession.

In the last year alone, the ACR was cited in more than 500 articles in magazines and newspapers, reaching nearly 100 million readers, and is now recognized as a leading source for experts in discussion of radiology-related topics. Moreover, the department promoted important research efforts so they received influential coverage in the nation’s major newspapers, as well as national television and radio coverage. And, as radiology continues to develop into one of the most important medical specialties, the department will continue to work for appropriate recognitions of its views and achievements.

Looking ahead, the MCPR Department plans to work with ACR leaders to initiate a Radiologist Re-branding Campaign, slated to roll out Fall 2008. The campaign will focus on the perception challenges facing today’s radiologists and will develop messages for target audiences that emphasize radiologists as physicians and imaging experts and educate the public about how radiologists diagnose and sometimes treat disease through state-of-the-art medical imaging techniques.

Reaching Out Internationally

In November 2006, the ACR hosted an exhibit at the 2006 RSNA annual meeting in Chicago. As a result of its presence at the meeting, the ACR reinforced its reputation for providing its members with the professional, educational, and informational tools needed to uphold radiology’s position in today’s health care spectrum.

The ACR also extended its outreach to the international community by exhibiting at the 2007 European Congress of Radiology meeting in Vienna, Austria. An overwhelming success, the conference further increased the ACR’s visibility and credibility among members and designated partner organizations. By focusing on our core quality and safety products and online education offerings, the College decidedly increased awareness about ACR international membership.
Legal
Expertly Guiding You Through the

Shifting Medico-Legal Maze

You have invested a significant portion of your life to reach your current position as a radiologist — undergraduate degree, medical school, residency, and perhaps a fellowship. As a result of these efforts, you are considered one of the nation’s foremost imaging experts.

Yet, in your years of training, how much did you learn about even the most basic legal issues that can significantly influence your career as a radiologist? It is a professional fact of life that the medical and legal communities are unavoidably linked. Save for a few of you, chances are you do not have a legal degree to accompany your medical degree, which would offer you special insight into the legal issues that can distract you from your goals of providing quality patient care and building your practice.

You need easy access to the answers to your most common legal questions, and the ACR’s legal team has developed a reputation for helping members like you navigate the baffling legal waters as you progress throughout your career. Of course, these legal issues go beyond the familiar discussions of medical malpractice. Chances are that at some point in your career as a radiologist, you will be faced with decisions on such day-to-day issues as your first employment contract, partnership agreements, self-referral concerns, or general corporate practice matters.

While members of the ACR’s legal team are not able to represent you directly, they are available to assist you with many of these common professional concerns. In fact, in many instances, they can provide you with well-researched documents to help answer your business practice questions.

To further assist you with common legal questions, each issue of the ACR Bulletin features an article that offers you an in-depth look at a familiar legal issue, such as leasing arrangements, communicating with patients, and the self-referral challenges for radiation oncologists. You can look for these “must-read” columns in future issues of the ACR Bulletin and save them for future reference.

If you have a specific legal problem for which you need assistance, the legal team offers you access to its national attorney referral list. From the list, you can identify a legal expert in your area who can provide you with detailed answers to your concerns. This list, as well as much of the department’s guidance on common issues, is available in its dedicated section of the ACR Web site (www.acr.org) under “Legal/Business Practices.”

Going Beyond the Familiar

Although the ACR’s legal team provides you with guidance on common legal issues, it also serves other key roles in day-to-day College operations. For example, as radiologists more frequently appear as expert witnesses in a variety of court cases, the opportunity for ethics complaints also increases. To address these serious charges, the department staffs the ACR Committee on Ethics, which is charged with investigating such complaints. The committee members and legal staff adhere to meticulous procedures to ensure that ACR members receive due process, while simultaneously protecting the interests and reputation of the ACR and its membership.

Legal staff will continue to serve the College and its membership in a variety of other ways, such as helping state chapters draft legislation on key issues like self-referral and the role of radiologist assistants, as well as assisting with the ACR Committee on Bylaws to shape the College’s governance and ethics issues.

Of course, as the ACR’s legal counsel, the department staff provides the College’s leadership with wide-ranging legal support ranging from negotiating leasing agreements for necessary space for expansion, to management agreements with allied radiologic organizations. Just as your practice needs and methods will change in the coming years, the department’s assistance will change to meet your needs.
CONSOLIDATED RESULTS OF OPERATIONS

Our consolidated financial report includes the activities of both the American College of Radiology and the American College of Radiology Association™, collectively referred to as the “College.”

In fiscal 2007, the College saw tremendous growth in revenue from Quality and Safety programs. United-Healthcare’s announcement to require accreditation for its participating facilities in CT, MRI, Nuclear Medicine, and PET boosted accreditation revenue. Total accreditation revenue increased by about 40 percent over the prior year. The College also continued investing in its core operating activities, including education, accreditation programs, advocacy and government relations, member and chapter services, and clinical research. The College produced an overall gain from operations for fiscal 2007 of $8 million. The long-term investment earnings for fiscal 2007 totaled $6.8 million, bringing the College’s total increase in net assets to $14.8 million for the year.

The College’s long-term investment portfolio produced an annual return of 18.7 percent for fiscal 2007. This exceeded the prior year return of 9.7 percent. In midyear, the College expanded its asset allocation across more asset classes holding a combination of U.S. equities, bonds, and foreign securities. The purpose of the increased diversification was to further minimize the volatility of our long-term investment portfolio while providing similar long-term rates of return.

CONSOLIDATED FINANCIAL POSITION

The College continues to maintain its very strong financial position. As of June 30, 2007, the College had assets of $110 million and liabilities of $43 million, with net assets of $67 million. Net assets increased by $14.8 million in fiscal 2007, which consisted mainly of the long-term investment earnings.

To provide for ongoing financial stability, adequate funds for infrastructure maintenance, and resources for future initiatives, the College has a target level for net assets designated for long-term investment of 75 percent of annual internal expenditures. As of June 30, 2007, the College exceeded that target, with long-term net assets equal to 85 percent of expenses, which will support the current expansion of programs and services within the College.
**Consolidated Statement of Activities**  
For the year ended June 30, 2007

**Operating Revenue**
- Membership dues: $12,484,000
- Clinical trials and research: 34,965,000
- Program and membership services:
  - Quality and safety: 23,547,000
  - Education: 2,478,000
  - Member and chapter services: 1,451,000
  - Other revenue: 404,000
- Total program and membership services: 27,880,000
- Investment income operations: 1,535,000
- **Total Operating Revenue**: 76,864,000

**Expenses**
- Clinical trials and research: 33,796,000
- Program and membership services:
  - Quality and safety: 15,064,000
  - Education: 5,853,000
  - Member and chapter services: 5,814,000
  - Economics and health policy: 2,882,000
  - Government relations: 3,833,000
  - Research and technological assessment: 1,121,000
  - Other programs: 574,000
- Total program and membership services: 35,141,000
- **Total Expenses**: 68,937,000

Excess of revenue over expenses from operations: 7,927,000
Long-term investment earnings: 6,872,000
Change in Net Assets: 14,799,000
**Beginning Net Assets**: 52,106,000
**Ending Net Assets**: $66,905,000

**Consolidated Statement of Financial Position**  
For the year ended June 30, 2007

**Assets**
- Cash and short-term investments: $19,174,000
- Accounts receivable: 6,658,000
- Publications inventory: 346,000
- Investments, at market: 60,226,000
- Property and equipment, net: 12,808,000
- Restricted grant funds: 9,321,000
- Deferred charges and other assets: 1,047,000
- **Total Assets**: $109,580,000

**Liabilities**
- Accounts payable and accrued expenses: $9,836,000
- Deferred revenue: 27,819,000
- Long-term debt: 5,020,000
- **Total Liabilities**: $42,675,000

**Net Assets**
- Designated by board for long-term investment: $43,010,000
- Undesignated: 18,113,000
- Net investment in property and equipment: 5,782,000
- **Total Net Assets**: 66,905,000

**ANNUAL AUDIT**
The College’s independent auditors, BDO Seidman LLP, will be conducting their audit of the fiscal 2007 financial statements in September 2007. Their report, when completed, will be on file at the College office in Reston, Va.